



Quality is our Signature
SALISBURY

July 1, 2004 - June 30, 2005



Quick Stats & Table Of Contents

QUICK STATS FOR THE FISCAL YEAR ENDING JUNE 30, 2005

Salisbury Land Area	=	19.91 square miles
Salisbury 2005 Population	=	29,087 (Provided by North Carolina Office of Management & Budget)
Unemployment Rate	=	5.7% (Provided by the Employment Security Commission)
Number of Households	=	11,000
Lane Miles of Streets Maintained	=	320
Household Debris Collection Points	=	10,259
Tons of Trash Collected	=	8,750
Tons of Recyclables Collected	=	1,800
Tons of Yard Waste Collected	=	6,457
Tons of Leaves Collected	=	2,218
Total Acres of City Parks & Greenways	=	505 (Developed & Undeveloped)
Cemetery Acres Maintained	=	80
Miles of Right-of-Way Maintained	=	> 100
Police Responses	=	34,904
Fire Responses	=	3,242
Gallons of Potable Water Produced	=	2.6 billion
Water Quality Tests Performed	=	16,000
Gallons of Wastewater Treated	=	3.6 billion

Want this information put into context?
Visit the City's website for greater detail:
www.salisburync.gov/community



Historic Salisbury Depot

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Get in-depth comparative information about Salisbury's municipal performance online at: www.salisburync.gov/community
Call Evans Ballard for civic or other presentations: 704-216-2716

Why Did We Produce This Report?

The City of Salisbury prides itself on being an organization that competes with the best on a national level. From our nationally accredited Police, Parks & Recreation and soon, Fire Department, to Salisbury City staff leadership in state and national professional associations, Salisbury is a pacesetter in the field of municipal management.

As a pacesetter, Salisbury is one of twenty-seven U.S. recipients of a trailblazer grant given to encourage performance reporting for the community.

One reason Salisbury received the grant was due to the City's ten-year history of comparing the cost, efficiency and effectiveness of its service delivery to that of the other leading municipalities in the state of North Carolina.

This annual evaluation is called the North Carolina Local Government Performance Measurement Project (NCLGPMP) and is administered by the School of Government at the University of North Carolina at Chapel Hill.

For more information on how Salisbury compares to the other jurisdictions included in the NCLGPMP, please visit: www.salisburync.gov/community

The City of Salisbury thanks the citizens who participated in the focus group sessions and gratefully acknowledges the National Center for Civic Innovation and the grant funding that paid for the printing of this report and those focus group sessions.

Thank You.

Visit Salisbury, North Carolina on the web at www.salisburync.gov

City of Salisbury: Mission, Vision, Values

Mission Statement

To enhance Salisbury's status as a great historic city that provides a safe, livable environment for present and future generations with a focus on:

- Excellent quality services for all citizens
- Inclusion and Diversity
- Honesty and Integrity
- Fairness and Equality
- Commitment to a team of creative problem solvers
- Partnerships with community organizers

Vision Statement

- To complete all strategic plans successfully and effectively
- To remain a livable community – with its own identity and sustainable growth
- To be a model of neighborhood revitalization – using a holistic approach with quality facilities and services
- To be a City and an organization which is free of discrimination and is inclusive, a place with a future, where things are done right
- To be a City that promotes a positive business climate and economic opportunities for its citizens

Core Values

- Excellent quality of services for all citizens
- Honesty and Integrity
- Inclusion and Diversity (in all municipal activities)
- Fairness and Equality
- Commitment to a team of creative problem solvers

City Council

Fiscal Year 2005-2006

Revised at Goal-Setting Retreat February 4, 2005

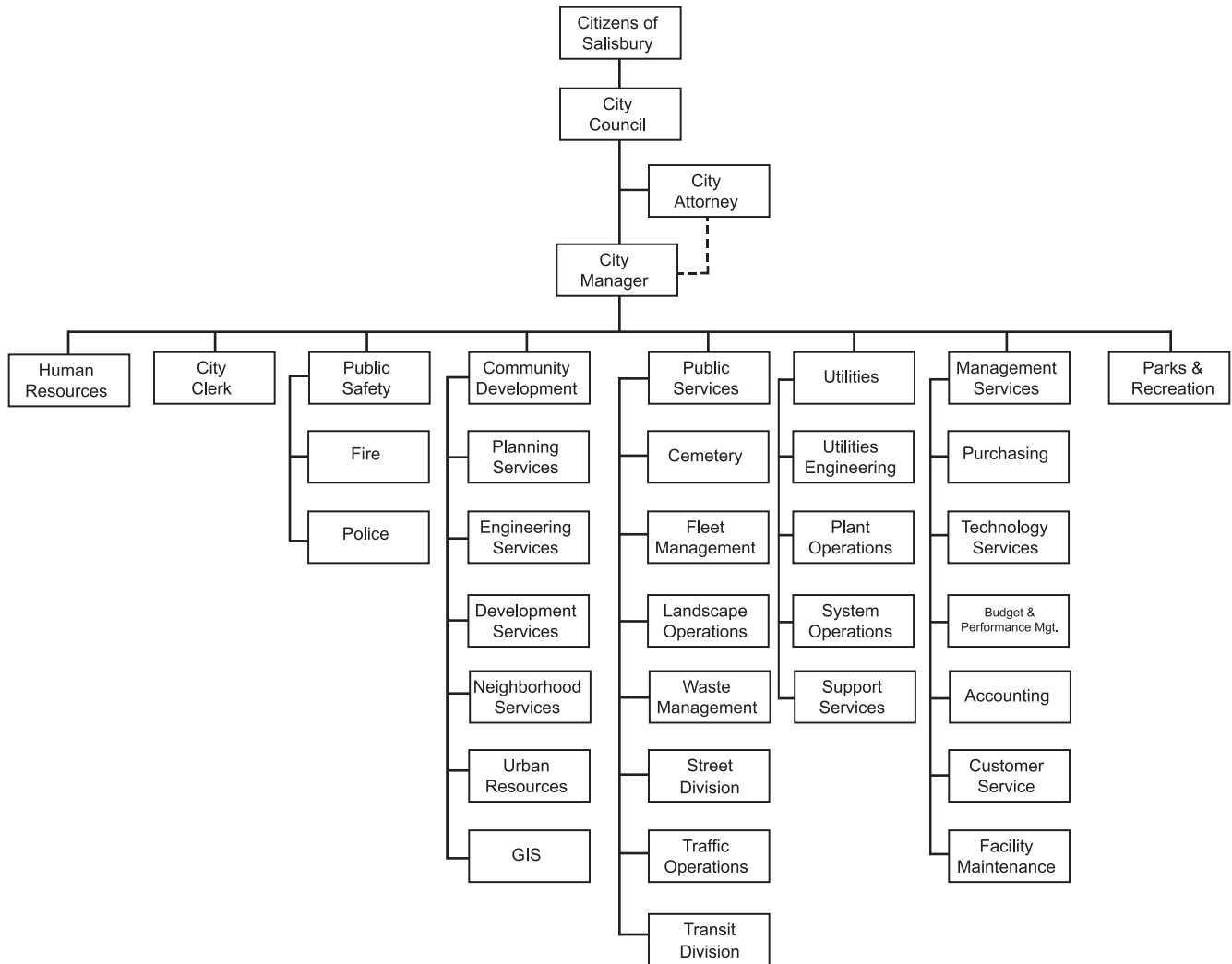
- Outcome 1: Improve neighborhoods and safety for all areas of the City
- Outcome 2: Expand the tax base and revenue sources
- Outcome 3: Provide quality Parks and Recreation services
- Outcome 4: Improve appearance and function of the Innes Street Corridor
- Outcome 5: Implement Salisbury Vision 2020 Plan
- Outcome 6: Foster a climate of City-County cooperation
- Outcome 7: Attract, retain and develop high quality City employees
- Outcome 8: Partner with Rowan-Salisbury Schools
- Outcome 9: Improve overall management of the City and departments
- Outcome 10: Implement special initiatives to improve the quality of life for citizens
- Outcome 11: Improve and enhance Downtown Salisbury
- Outcome 12: Streamline development review process and ordinances
- Outcome 13: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust
- Outcome 14: Create a positive business climate in Salisbury and Rowan County

For a comprehensive list of all outcomes and goals visit us at
www.salisburync.gov/community



Included in the photo from left to right:
Council Member Mark Lewis
Mayor Pro Tem Paul Woodson
Mayor Susan Kluttz
Council Member William (Pete) Kennedy
Council Member Bill Burgin

Salisbury Organizational Structure



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City Official Comments

Message from Mayor Susan Kluttz

We in Salisbury never seem to be quite satisfied with the status quo. The Salisbury City Council and our citizens are interested in continuous improvement. Our foundation is “Strategic Thinking” which begins with the Mission, Vision and Core Values of our City. Embodied in these concepts are the provision of excellent quality services for all citizens, the idea of inclusion and diversity, honesty and integrity, fairness and equality, commitment to a team of creative problem solvers, and partnerships with community organizations.

Our City, just as the community itself, is a city of achievers. Once minds are made up and direction is given, the City accomplishes its goals. Excellence in achievement rests on years of experience in strategic planning and goal-setting. Among other things, this incorporates the needs and wants of our citizens in the planning process; teamwork among our 445 City employees; and leadership and vision provided by a proactive City Council.

Message from City Manager David Treme

The City Manager, the Salisbury Management Team, and each employee of the City is committed to “Strategic Management.” It is our goal to build a high-performance municipal corporation for the twenty-first century. We are vitally interested in service quality, providing customer value, and sound financial performance. We want to provide the level of service our citizens want at a cost they are willing to pay.

We in the City organization are thankful for an outstanding “Strategic Planning Model” which has helped us focus on the most important aspects of our community life. Knowing where we are, deciding where we want to go and figuring out how to get there is our recipe for success. It is our belief that the establishment of community outcomes, strategies and goals will only be successful with full involvement and participation by our citizens, council members, and City employees.

Message from Human Resources Director Melissa Taylor

Good enough is not enough! Make a cultural shift to match the strategic initiative.

The City’s focus on the RIGHT PEOPLE...in the RIGHT PLACE...doing the RIGHT things the RIGHT way...will create, VOILA!!! ... A GREAT ORGANIZATION!!!

The City is placing an emphasis on mastering three disciplines: Managing the culture not the people; Creating an organization that understands and practices the power of partnerships internally and externally; Hiring and developing “stars” who possess the core competencies individually and collectively to collaborate to make a GREAT organization. The core competencies include:

- Excellent Quality Services for All Citizens
- Strategic Thinking and Application
- Inclusion and Diversity
- Creative Problem Solving through Self-Directed Teams
- Collective Knowledge Management and Learning

Contact:

Myra Heard
City Clerk
E-mail: mhear@salisburync.gov
Phone: 704-638-5270

Tactical Goals:

- Foster a customer service attitude among all City workers
- Incorporate the “Good to Great” concepts into the City’s culture as a foundation for Salisbury becoming a “High Performance Organization”

How to Read this Report

Background information is listed here.

Contact:

Contact information is listed here.

Tactical Goals:

Tactical goals are listed here.

Additional charts/graphs are here.

**Cost information
is listed here.**

 Cost information is listed here.

 Cost information is listed here.

Fire Protection

Through development of a strategic plan a number of internal challenges were identified, including strengthening departmental leadership, increasing employee accountability through empowerment, and implementing the “Good to Great” principles to consistently deliver superior customer service. External challenges were identified as well.

There are new directives from FEMA for communities to be disaster-ready as well as requiring all emergency agencies to have a nationally recognized emergency management system. Our challenge is to stay current in all of our preparation activities. We also serve as the Emergency Management Planning and Coordination Team for larger scale emergencies or disasters that affect our community.

The department recently adopted a strategic plan which determines some of our internal departmental goals. Other goals are Council level goals that filter down to the department. The Fire Department develops action plans and tactics to support both types of goals. Self-evaluation helps refine strategies for our department and supports our core value which is: To maintain high customer satisfaction with superior customer service.

The Salisbury Fire Department is a Service Organization. We provide constant and continuous service under normal and extreme conditions as we keenly focus on our customers. Our intent is to provide quality service and to create a safe environment for all. Our members mitigate every challenge they face through constant training and development, increased professional knowledge, and using the best possible protective equipment and proven methods available. The leadership and administration of this department acknowledges that the management of such a system must be modern, resourceful, and firmly committed to the safety and well-being of each member of the department and of our community.

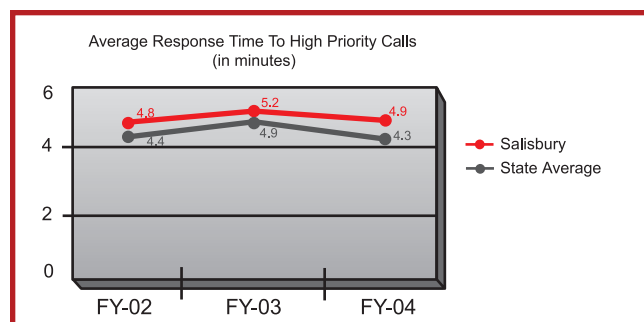
What is ISO? The Insurance Services Office rates fire departments based on their capabilities and capacity to respond in a timely fashion to emergency calls. The City of Salisbury Fire Department is one of only six North Carolina fire departments to have an ISO rating of I or II (among the best).

Contact:

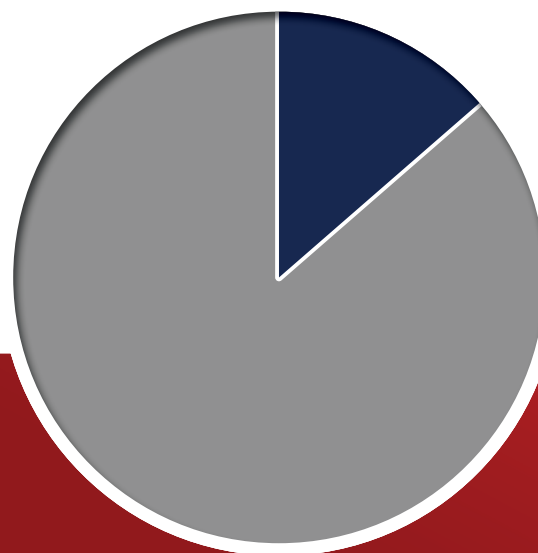
Chris Sorrell
Captain
E-mail: csorr@salisburync.gov
Phone: 704-638-4470

Tactical Goals:

- Evaluate cost of adding an additional fire substation
- Evaluate an alarm ordinance
- Evaluate public announcement methods concerning emergency preparedness



	15% Fire	\$4,117,102
	85% Balance General Fund	\$22,659,845



Police Services

The Salisbury Police Department continues to meet the demands of the public while facing new challenges. This year the State of North Carolina has placed demands on Law Enforcement for an additional 24 hours of training in order to maintain certification. We are also faced with an increasing gang presence in Salisbury and Rowan County. Both of these issues have an impact on our available resources.

One of our current goals is the development of a new Strategic Plan that will guide us for the next five years. We will address the issues mentioned above in the Strategic Plan along with others that arise over the coming year. Another goal that we are working towards is the creation of an alarm ordinance. Once this ordinance is operational, it is our expectation that the number of false alarms will decrease, thus making personnel available to address other law enforcement needs. We are working closely with the Salisbury Fire Department on this goal because false alarms are a concern for both departments.

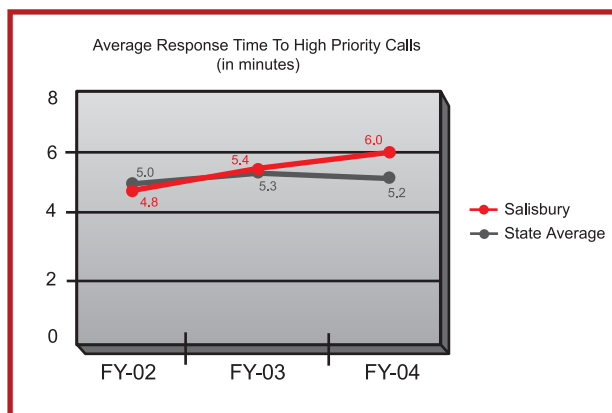
It is a goal of every department within the City of Salisbury to provide excellent customer service and the Police Department is no exception. We believe that our customer service will be even better as we are able to reduce the number of false alarm calls for service.

Contact:

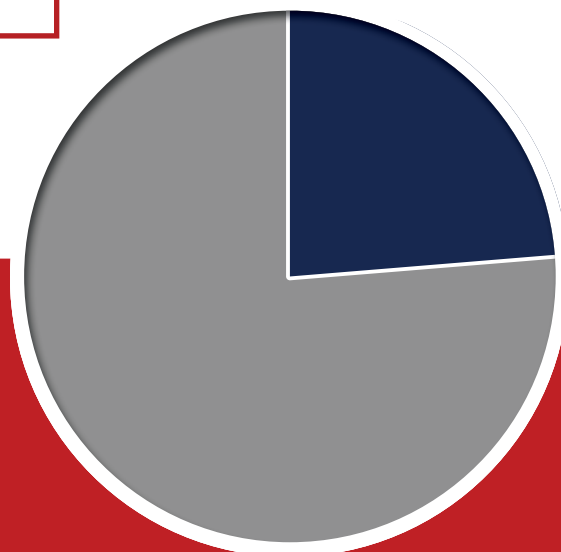
Mark Wilhelm
Police Chief
E-mail: mwilh@salisburync.gov
Phone: 704-638-2088

Tactical Goals:

- Prepare a second five-year Police Department Strategic Plan
- Evaluate an alarm ordinance
- Evaluate public announcement methods concerning emergency preparedness



	23% Police	\$6,273,984
	77% Balance General Fund	\$20,502,963



Community Growth

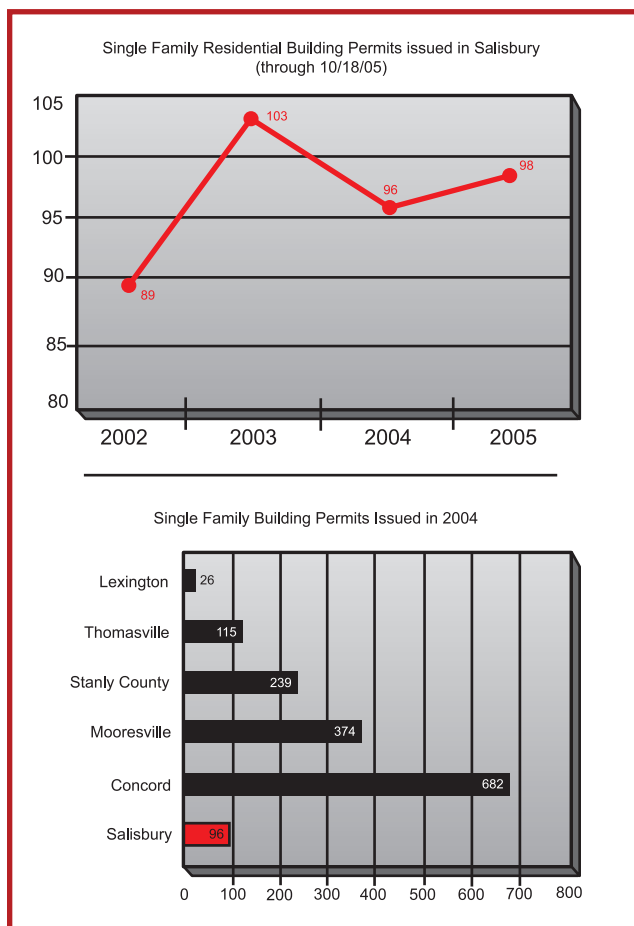
The City is responsible for ensuring that new construction across the community enhances the health, safety, and public welfare of Salisbury. Administrative procedures and construction standards must provide a delicate balance between cost and quality. While regulating street design, drainage design, drinking water distribution, sanitary sewage disposal, flood loss protection, street lighting and long range transportation planning, the City attempts to work with developers as community building partners. Early in 2005, the City implemented one-stop permitting to improve the administrative process. Early in 2006, the City hopes to adopt a new Land Development Ordinance to further improve the administrative process, and also to improve balance in our construction standards.



Contact:

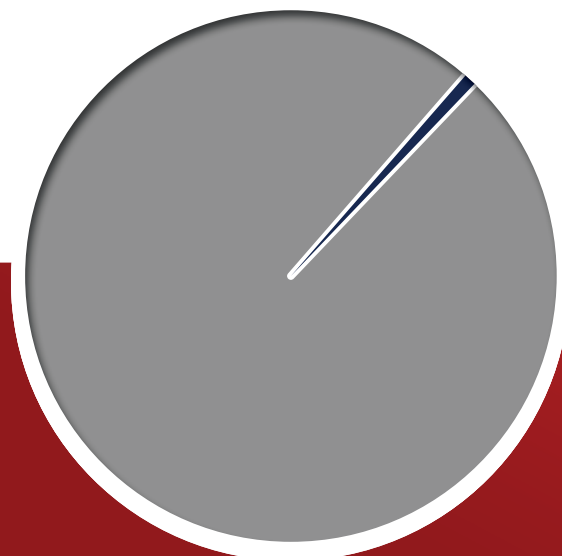
Teresa Barringer
Permit Services Coordinator
E-mail: tbarr@salisburync.gov
Phone: 704-638-5208

Tactical Goals:

- Broker projects to improve housing in selected neighborhoods
- Implement the "Jersey City" neighborhood plan
- Conduct needs assessment to identify additional selected neighborhoods
- Adopt standards and ordinances that support implementation of Vision 2020
- Consider smart growth standards and incentives
- Evaluate the need for a policy to develop affordable housing in Salisbury
- Conduct a downtown ADA compliance audit
- Establish "one stop permitting"
- Review construction standards
- Explore the feasibility of creating a business incubator for Salisbury



	1% Development Services	\$333,707
	99% Balance General Fund	\$26,443,240



Street Division

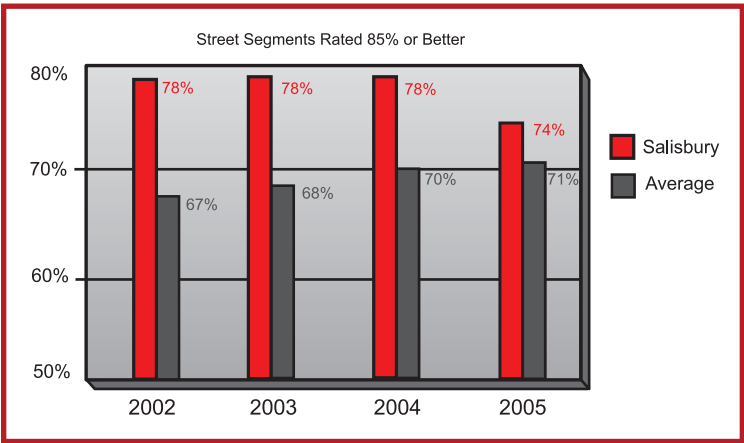
The Street Division works closely with all departments and divisions within the City and assists with helping them attain goals established by our City Council Boards and Commissions. This past year alone, Street Division crews built the Forest Hills Greenway for Parks and Recreation, assisted Land Management with the demolition and in-kind services on numerous City projects, and worked with Fire and Police to complete numerous tasks ranging from concrete finishing to removal of flag poles. We work with Salisbury-Rowan Utilities on a daily basis by patching utility cuts. Our Division provides support to all departments of the City and takes pride in doing so.

Contact:

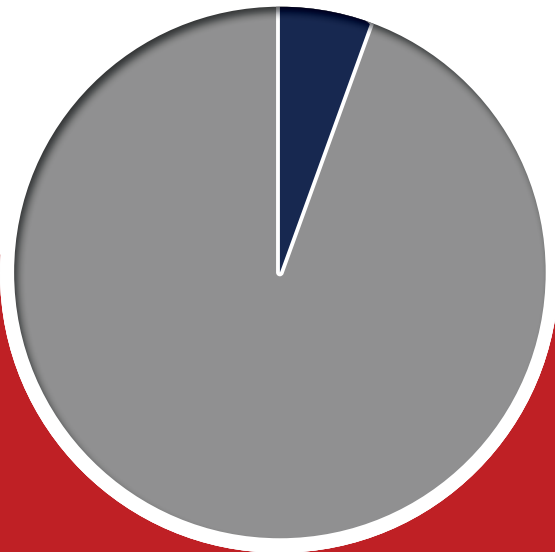
Steve Weatherford
Street Division Manager
E-mail: sweat@salisburync.gov
Phone: 704-638-5251

Tactical Goals:

- Upgrade street corners by installing ADA standard ramps as funding allows



6% Streets	\$1,609,045
94% Balance General Fund	\$25,167,902



Public Services - Yard Waste Division

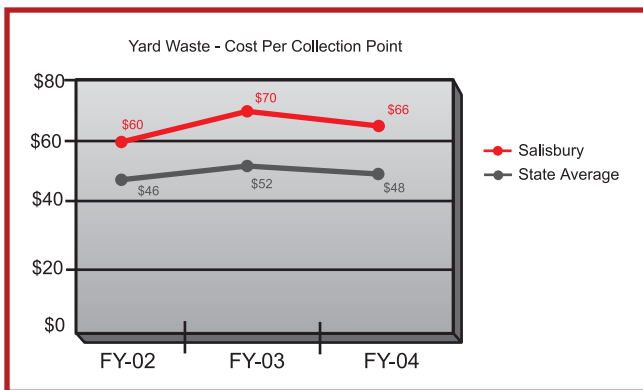
The Yard Waste Division is challenged by the amount, size and manner that yard debris is placed at the curb for removal. Previous storms, weather conditions and aggressive trimming contribute to these totals. The Street Division uses specialized equipment, skilled operators and at times, management redirects its pool of manpower when needed to take control of excess limbs and other yard debris.

Contact:

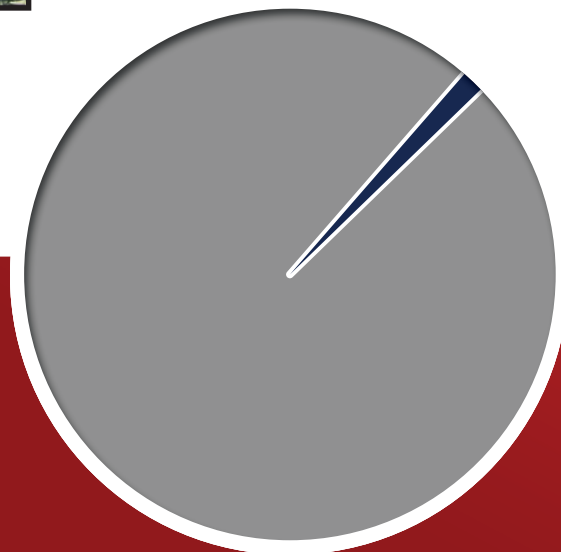
Steve Weatherford
Street Division Manager
E-mail: sweat@salisburync.gov
Phone: 704-638-5251

Tactical Goals:

- Maintain community appearance through removal of yard debris and leaves



	2% Yard Waste	\$491,324
	98% Balance General Fund	\$26,285,623



Public Services - Solid Waste Division

The challenge facing the Solid Waste Division is continued annexation, population growth, waste and refuse growth and how we address these issues while continuing to deliver consistent and superior service.

Staff must manage our collection route processes to maximize available manpower to meet the City's continuing growth.

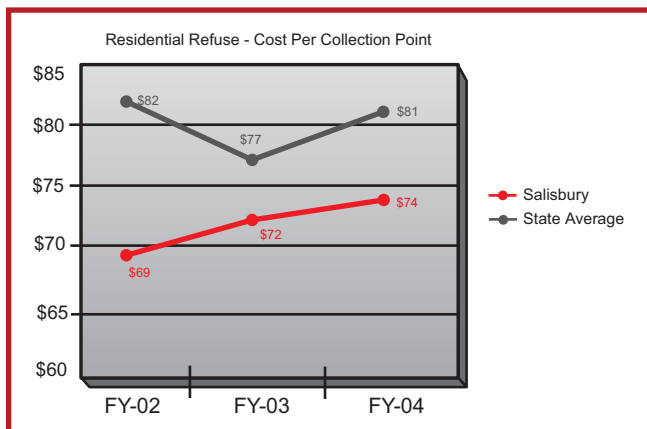
An internal goal is to provide excellent service to all neighborhoods and citizens of Salisbury.

Contact:

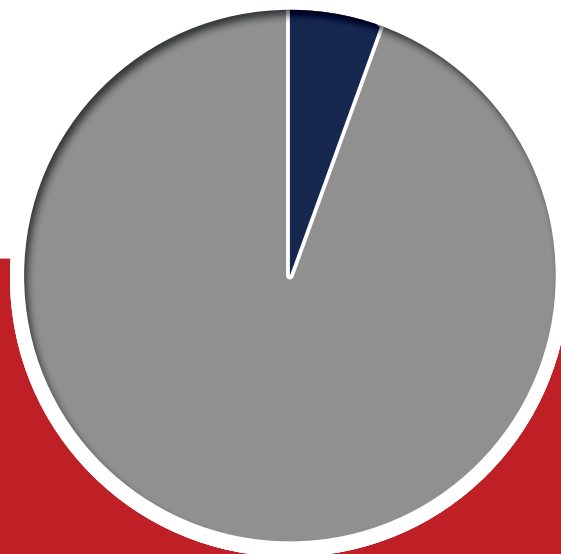
Lynn Hillard
Solid Waste Manager
E-mail: lhill@salisburync.gov
Phone: 704-638-5256

Tactical Goals:

- Support a healthy community through regular collection of household waste



6%	Solid Waste Management	\$1,688,729
94%	Balance General Fund	\$25,088,218



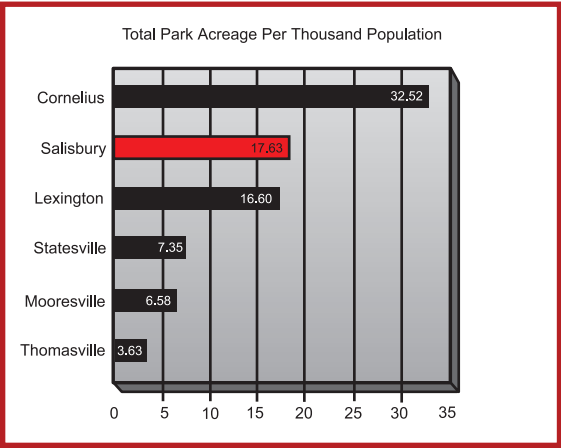
Parks & Recreation

The challenges facing the Parks and Recreation Department include continuing to deliver quality services while demand and competition increase, providing beautiful parks and facilities for the citizens of Salisbury, and meeting the needs of a changing population.

The Parks and Recreation Department works to maintain our parks and facilities according to national standards and the program division evaluates each program to create a diverse offering that strives to eliminate duplication of services provided by others in the community.

As part of the City Council's Outcomes and Goals process, the Parks and Recreation Department strives to improve and create a thriving quality of life for its residents. All Parks and Recreation goals are based on the City Council Outcomes and the needs of the community to create a place where all citizens can enjoy open green spaces and positive leisure activities.

Performance reporting and measurement are critical to the success of any organization and the Salisbury Parks and Recreation Department is no exception. In an effort to deliver quality services this department is the 27th Nationally Accredited Parks and Recreation Department and the second in North Carolina. Accreditation assures the residents of Salisbury that we strive to reach the highest standards of practice in the field. In addition, staff members are also Nationally Certified Parks and Recreation Professionals ensuring that not only do we provide quality services but have a quality staff to oversee the delivery of these services.



Contact:

Keith Trawick
Maintenance Manager
E-mail: ktraw@salisburync.gov
Phone: 704-638-4481

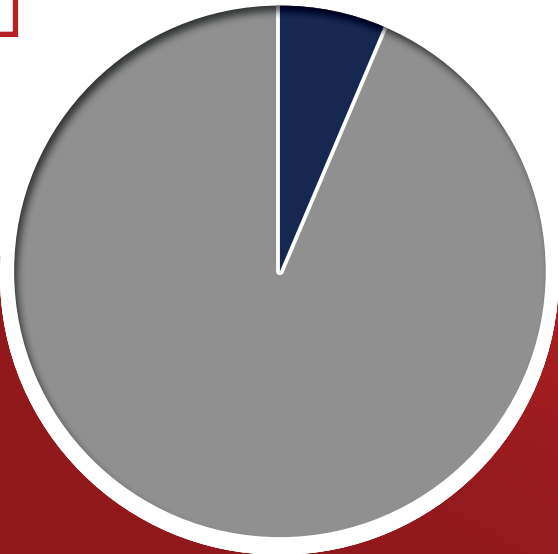
Kathy Seybold
Administration
E-mail: kseyb@salisburync.gov
Phone: 704-216-PLAY

Tactical Goals:

- Continue development of Salisbury Community Park and Athletic Complex
- Complete master plans for individual parks
- Implement Greenway Construction
- Implement Open Space Standards through Vision 2020



7% Parks & Recreation	\$1,908,629
93% Balance General Fund	\$24,868,318



Community Appearance

Salisbury is a regional leader in obtaining community input and facilitating discussion to help implement high priority, community based goals. The City Council appoints nine Citizen Boards and Commissions to ensure citizen participation and leadership. The Salisbury planning staff has been at the forefront of community processes such as the Salisbury – Rowan Business Incubator Task Force, the North Main Street Neighborhood Small Area Plan and the South Square Streetscape Improvement Project. The City funds three incentive grant programs to help private property owners contribute to the unique, historic appearance of Salisbury. By involving the community, the City achieves the objective of accomplishing community goals and public consensus is achieved.



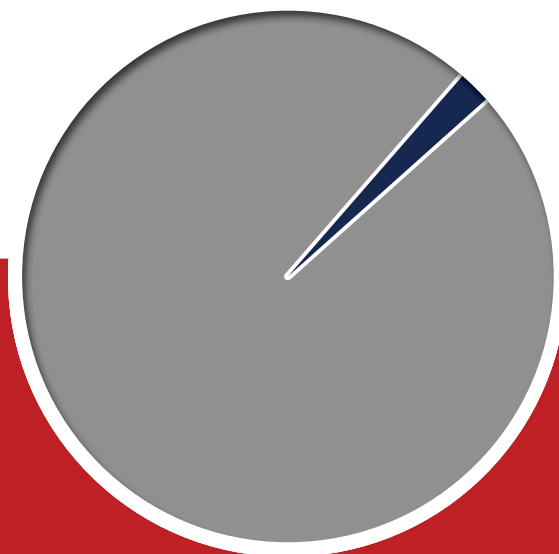
Contact:

Diana Moghrabi
Office Manager
E-mail: dmogh@salisburync.gov
Phone: 704-638-5240

Tactical Goals:

- Implement “Open Space Standards” through Vision 2020
- Prepare East Innes Street streetscape plan
- Consider smart growth standards and incentives
- Identify and promote properties within the City for future in-fill development
- Implement greenway construction
- Adopt standards and ordinances that support implementation of Vision 2020

■	3% Planning & Community Development	\$730,605
■	97% Balance General Fund	\$26,046,342



Public Services - Landscape Operations

The Landscape Operations Division is responsible for mowing and maintenance of rights-of-way, downtown parks, Hurley Park, City owned properties and entrance signs. The division is responsible for all trees along the city rights-of-way as well as providing support to the Salisbury Tree Board, Community Appearance Commission and Community Development. The division provides mowing services for all water and wastewater treatment facilities and has contracts with NC DOT to mow critical rights-of-way within Salisbury. The division is also the labor force for nuisance abatement services.

- Maintain over 100 miles of rights-of-way
- Maintain 30 acres of parks
- Maintain over 50 parcels of public property
- Maintain 12 'Historic Salisbury' entrance signs
- Mow 57.8 acres at water/wastewater facilities
- Plant 200 trees annually
- Remove 50 to 60 trees annually
- Respond to over 300 pruning and sight distance calls annually
- Seasonal color change for flower pots, baskets and planters
- Provide maintenance for 38 gardens in Hurley Park
- Install exterior Christmas decorations for City buildings



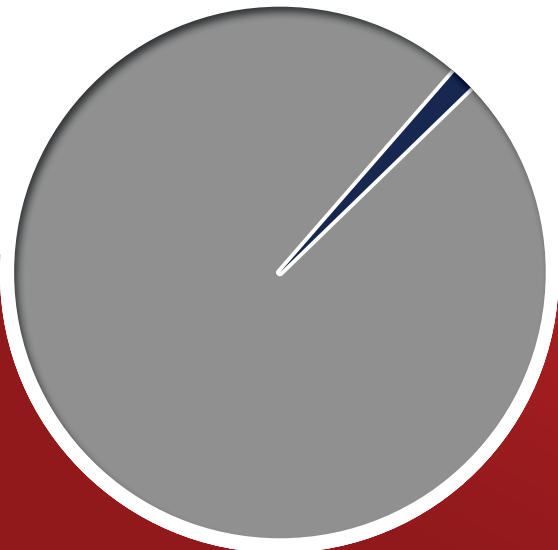
Contact:

Mark Martin
Landscape Manager
E-mail: mmart@salisburync.gov
Phone: 704-638-5255

Tactical Goals:

- Maintain City property and rights of way to standard
- Maintain community health and safety through code enforcement and nuisance abatement services

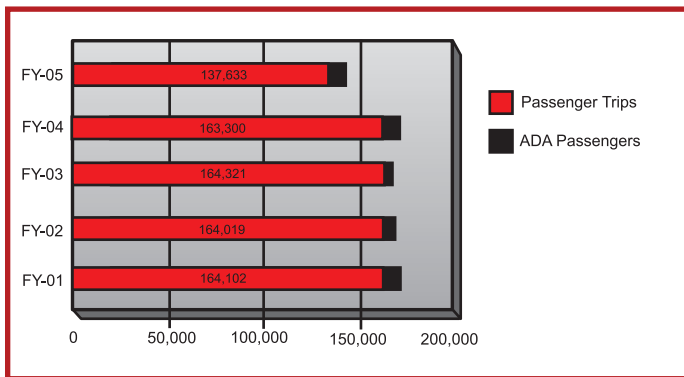
■	2% Landscape Operations	\$587,259
■	98% Balance General Fund	\$26,189,688



Bus & Transit Services

The Transit Division provides safe, efficient, and affordable public transportation in Salisbury, Spencer, and East Spencer. The division also operates an ADA demand response paratransit system for citizens unable to access the fixed route vehicles.

There were 137,633 passenger trips on Salisbury City buses in fiscal year (FY) 2004-2005.



Contact:

Rodney L. Harrison
Transit Manager
E-mail: rlharr@salisburync.gov
Phone: 704-638-4498

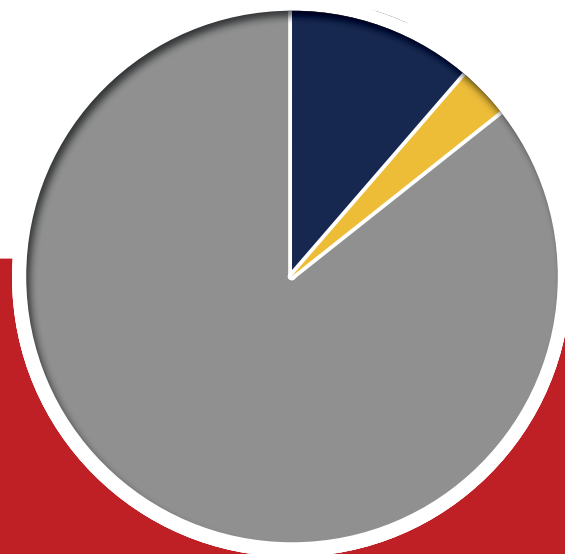
Tactical Goals:

- Provide sufficient bus and paratransit routes to meet community transportation needs



Sources of Revenue

86% Intergovernmental	\$1,427,045
10% Transfer from General Fund	\$173,570
4% Charges for services	\$64,225
0% Other operating revenues	\$2,226
Includes other operating revenues and interest on investments	



Salisbury - Rowan Utilities

Although water and wastewater service has certainly grown more expensive across our region, state, and nation, it is our hope and belief that as our system grows, our rates will continue to move down in the region.

In addition to the water and wastewater systems of the City of Salisbury, Salisbury-Rowan Utilities (SRU) also owns and operates the utility systems that provide service to the towns of Granite Quarry, Rockwell, Spencer, and a steadily growing portion of Rowan County. SRU also provides contract operation and maintenance of the water and wastewater systems for the towns of East Spencer and Faith, while providing bulk water and sewer service to the towns of China Grove and Landis, and Kannapolis (water only). In all, SRU provides service to about 45,000 residents, or 38% of Rowan County's total population.

Salisbury-Rowan Utilities is committed to its mission, which is to provide quality water and wastewater services to Rowan County while also:

- Protecting the environment
- Promoting public health
- Improving the quality of life
- Supporting planned growth
- Maintaining the public trust

SRU's Mission is supported by its Strategic Framework, which includes specific strategies, goals, and desired outcomes for six areas:

- Operations
- Rates & Revenues
- Customer Service
- Human Resources
- Stakeholder Communications
- Planning & Community-Wide Development

In order to see how SRU compares to other utilities across the State, we collect performance measurement data for a wide range of indicators across our operational divisions. As a result of this planning, goal-setting, and accountability, SRU continues to move towards our ultimate goal of becoming "the finest water and wastewater utility in the State!"

Contact:

SRU Administration
E-mail: SRUinfo@salisburync.gov
Phone: 704-638-5205

Tactical Goals:


- Manage the utilities in a manner that optimizes the utilization of resources and enables Salisbury-Rowan Utilities to charge competitive and affordable rates, while providing for capital and operational needs
- Consider smart growth standards and incentives
- Conduct a feasibility study for extending sewer along the I-85/US 29 Growth Corridor
- Establish "one stop permitting"
- Review construction standards



Although SRU operates as the full-service water and wastewater utility for Rowan County and many of its municipalities, it is also a department of the City of Salisbury that has the Salisbury City Council and City Manager as its “Board of Directors.” Its daily operation and activities are overseen by an Assistant City Manager, and its staff are all employees of the City of Salisbury. SRU is also a self-supporting entity, or enterprise fund, meaning that it is not funded by any tax revenues, but by fees and charges from its water and sewer services. While our service area has grown well beyond the City Limits of Salisbury over the last few years, we remain fully committed to providing equal and high quality service to all of our customers.

Since the loss of a number of major water users in the late 1990s, SRU has worked diligently to regain its “economy of scale.” Through consolidations with other water and sewer systems throughout Rowan County, SRU has been able to minimize rate increases and spread fixed costs across a larger customer base. As a result, our customers in Salisbury and other client communities continue to receive safe and reliable water and sewer service at a rate comparable to or lower than the other cities in our region, as shown in the rate comparison chart (below).



				
Average Monthly Utility Bill Comparison				
Current Rates ¹				
Volume = 8 CCF (5,984 gallons)				
Rank	Organization	Water	Sewer	Total
1	Town of Landis (Electric City)	\$43.01	\$45.00	\$88.01
2	Town of China Grove – Inside Rate	38.83	44.59	84.52
3	Town of East Spencer	29.34	46.67	76.01
4	OWASA - Peak	40.94	27.38	68.32
5	City of Kannapolis – Inside Rate	32.74	32.64	65.38
6	City of Concord – Inside Rate (Electric City)	30.15	27.81	57.96
7	Salisbury-Rowan Utilities	24.95	31.46	56.41
8	OWASA - Off-Peak	26.23	27.38	53.61
9	City of Statesville – Inside Rate (Electric City)	16.78	26.65	43.43
10	City of Lexington – Inside Rate (Electric City)	17.08	26.28	43.36
11	CMU	11.65	23.73	35.38
12	Town of Cleveland	15.96	19.04	35.00
13	City of Albemarle – Inside Rate (Electric City)	17.94	16.82	34.76
¹ Rates proposed effective July 1, 2005		Average	\$26.03	\$30.08
				\$56.11

Fiscal Responsibility

CAFR Award:	Every year since 1993
GFOA Budget Award:	Every year since 1993
City Bond Rating:	Moody's, A1
City Bond Rating:	S&P, A+
City Bond Rating:	Fitch, A+
North Carolina Municipal Council Rating:	85
Fiscal Year '05 Debt Service as a Percent of GF Expenditures:	3.3%

Contact:

John Sofley
Management Services Director
E-mail: jsofl@salisburync.gov
Phone: 704-638-5309

For more information about the City's financial condition or an explanation of any of these accolades visit www.salisburync.gov/community



Area Photos



Community Character

Celebrate Salisbury

Admired for preservation, inspired by innovation, connected by community. Salisbury's great stories of the past will build the foundation for the future. Salisbury is uniquely positioned. Once at a crossroads of trading paths, we are now at a crossroads of a shared community vision. Our vision spans the unique charm of the historic neighborhoods and main street downtown to the highly regarded Catawba College Center for the Environment. Our vision includes celebration of diversity, culture and heritage, and the desire to promote Salisbury as the cultural, historic, environmental, and arts center of the region.

Examples of caring for the community

Last May, an elderly local resident came by the fire station looking for help as she was having trouble with her garden hose. She did not have anyone to help her get the garden hose off the faucet. She turned to the Fire Department for assistance. Captain Paul Rendleman took time out of his work and walked to her house and assisted her.

Many of you have heard about the man who frequents Station 53 and has developed a relationship with the firefighters there. This man was suffering from the loss of a child. He was going to therapy to help with the depression from his loss. He started getting his blood pressure taken at the fire station. After a few visits, he started talking with firefighter Lewis Rogers and soon decided that he didn't need to go to therapy.

In both cases, providing attentive service for our customers has reaped big rewards. It did not cost the department anything but the investment comes back in the form of community support. Thank you to these firefighters for their commitment to quality customer service.



Catawba College Center for the Environment



Hall House

Listening To You

How We Listened...

In August 2005, three focus group sessions were held over a ten-day period with diverse members of the Salisbury community.

Who participated...

Salisbury citizens were invited using a professional recruiting firm that specializes in market research. Business and community group representatives were invited by the Mayor.

What we asked...

Using a trained facilitator and a directed conversation approach, we asked for citizen input on improving our customer service delivery to more closely match the community's customer service expectations. We also asked how the community wanted to see the information contained in this type of report presented and what they wanted included in these pages.

What we are doing as a result...

Our Human Resources Department will oversee a two-year project designed to create a customer-oriented employee culture where the citizen experience is paramount in the minds of every City of Salisbury staff member.

The performance report format changed to a more graphics directed layout, so that more information can be obtained in less time. Contact information for the departments is now included and the website for obtaining detailed performance, financial, and budgetary information is more prominently displayed throughout the report.



Further Information

Why do we collect and report performance information?

We feel that it is our obligation, as responsible stewards of the community's resources.

How is the quality of the data verified?

By using an independent third party (the UNC Chapel Hill School of Government) to compare and analyze the performance data, the City attempts to provide objective and reliable data for its citizens and decision makers.

By conducting a performance information audit after the data is submitted, the City hopes to improve the quality of the data that originates in the departments. This is an ongoing initiative.

To obtain up-to-date service quality perception data from the citizens, last summer the City conducted a statistically representative citizen satisfaction survey mailed to random addresses in every neighborhood in Salisbury. One of the pleasantly surprising findings from this survey was the community perception of equity across geographic and demographic categories. Find survey results at www.salisburync.gov/community.

What are some factors that impacted the results in all areas of the City?

Rising fuel costs will be a factor in the way the City operates in the future. Much of the service activity in which the City is engaged requires the operation of vehicles and equipment that use significant quantities of fuel. From the trucks that collect household trash, to the police cars that patrol the City, the cost of fuel is an ongoing challenge that must be addressed. Use of biodiesel, an alternative fuel, was implemented in 2005 as a part of the City of Salisbury's commitment to the Clean Air Project.



Submit Feedback

Please provide your feedback on the content and format of this report through one of the following methods:

By completing an online survey at www.salisburync.gov/community/feedback.html

Via Facsimile:

Please reference as City of Salisbury Report Feedback

Fax Number: 704.638.8447

Or via conventional mail:

City of Salisbury Performance Report Feedback

P.O. Box 479

Salisbury, NC 28145-0479



What type of feedback are we seeking about this report?

1. Other types of performance data that you would like to see
2. Other ways that City performance indicators can be communicated and whether these indicators are too simple or too complex
3. Preference for delivery of future reports such as paper, electronic or other media
4. How likely you are to read future reports
5. If you would like a presentation made to your civic or faith organization
6. Other issues about the report or the City that you would like an opportunity to express



Comments:

Cut here to send your comments
